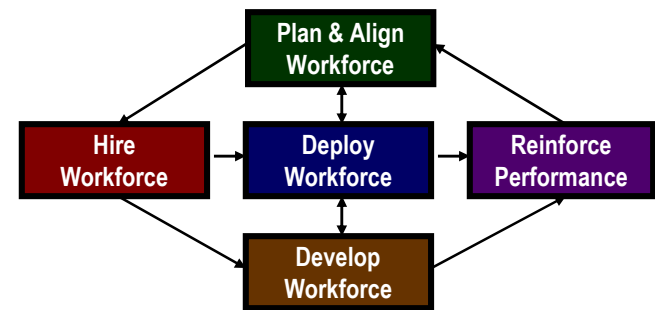

State of Washington Office of the Attorney General

Human Resource Management Report



October 2009

Prepared for:
Honorable Rob McKenna
Attorney General

Prepared By:
Renee Zirkle, HR Deputy Director
Tracy Robinson, Human Resource Consultant

Managers' Logic Model for Workforce Management



Executive Summary

Office of the Attorney General

Performance Measure	Status	Priority ^e	Comments
PLAN & ALIGN WORKFORCE			
Management profile ^a	14.2% = Managers; = 3.2% WMS only	Low	WMS control point = 3.2%
% employees with current position/competency descriptions ^b	100.00%	Low	
HIRE WORKFORCE			
Average Time to Hire Funded Vacancies ^c	33 avg days to hire (of 30 vacancies filled)	Low	
Candidate quality ratings ^c	80% cand. interviewed had competencies needed; 97% mgrs said they were able to hire best candidate	Medium	Continue assessing and modifying E-Recruit Questionnaires, in order to help identify only qualified candidates.
Hiring balance (% types of appointments) ^c	15% promo; 47% new hires; 13% transfers; 22% exempts; 3% other	Low	
Number of separations during post-hire review period ^c	6	Low	
DEPLOY WORKFORCE			
Percent employees with current performance expectations ^b	100.00%	Low	
Overtime usage: (monthly average) ^c	.1% hours (per capita); 1.1% of EEs rec OT	Low	
Sick leave usage: (monthly average) ^c	5.9 hours (per capita)	Medium	Develop Pan flu plan for agency.
# of non-disciplinary grievances ^c	0	Low	
# of non-disciplinary appeals & Dir's Reviews filed ^c	0	Low	
DEVELOP WORKFORCE			
Percent employees with current individual training plans ^b	100.00%	Low	
REINFORCE PERFORMANCE			
Percent employees with current performance evaluations ^b	100.00%	Low	
Number of formal disciplinary actions taken ^c	10	Low	
Number of disciplinary grievances and appeals filed ^c	0	Low	
ULTIMATE OUTCOMES			
Turnover percentages (leaving state service) ^c	4.20%	Low	
Diversity Profile ^a	70% female; 10.8% people of color; 66% 40+; 4.0% with disabilities	Medium	Continue to promote diversity by attending diversity fairs and outreach at law schools.
Employee survey overall average rating ^d	4.1, 628 survey responses	Medium	Continue to foster performance based culture and diversity.

a) Data as of 6/30/09

b) Data as of 6/30/09 **or** agency may use more current date (if so, please note in the "Comments" section)

c) Data from 7/1/08 through 6/30/09

d) Data as of November 2007 State Employee Survey

e) Action Priority: H=High, M=Medium, L=Low For those measures that have Action Steps

Management Profile

Agency Priority: [Low]

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

WMS Employees Headcount = 41

Percent of agency workforce that is WMS = 3.2%

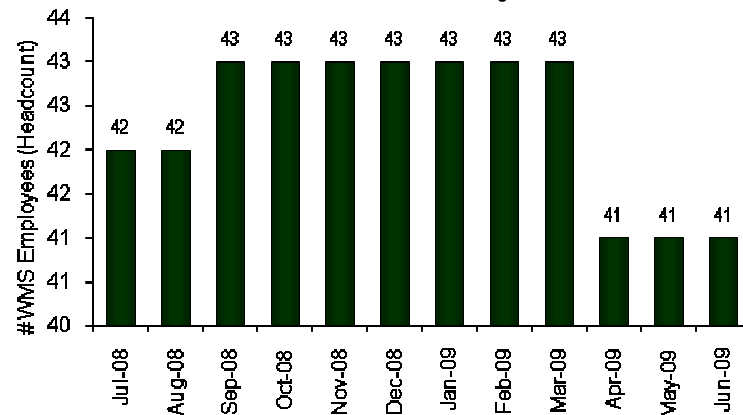
All Managers* Headcount = 180

Percent of agency workforce that is Managers* = 14.2%

* In positions coded as "Manager" (includes EMS, WMS, and GS)

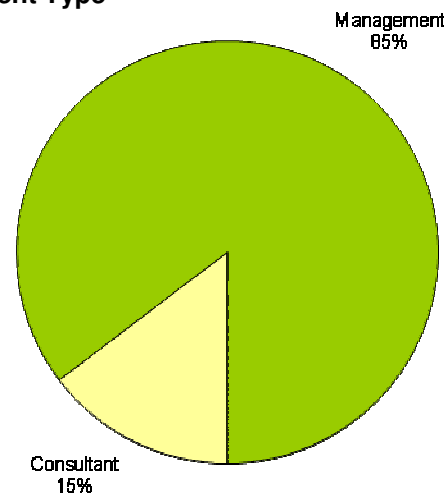
Washington Management Service Headcount Trend

Data Time Period: 7/1/2008 through 6/30/2009



WMS Management Type

Management	35
Consultant	6
Policy	0



Data as of June 2009
Source: DOP Business Intelligence

Analysis:

- **WMS Control Point: 3.2%**
- The AGO has 27 legal divisions in 13 different geographic locations, so the number of managers is appropriate.
- We also have an Administration division that is comprised of 7 offices.
- Our managers consist of 41 WMS positions (Classified) and Admin Asst AGs and Managing AAGs, which are all exempt.
- We had two downward reallocations from WMS into classified service due to a reorganization of our Financial Services Division.

Action Steps:

- Continue to maintain an appropriate level of management positions and maintain our WMS control point.

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile
Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Current Position/Competency Descriptions

Agency Priority: [Low]

Percent employees with current position/competency descriptions = 100%*

*Based on 1315 reported positions.
Applies to permanent WMS, GS and Exempt positions.

Analysis:

- We have current PDFs for all of our permanent positions.
- Each year during the performance evaluation process, supervisors review the PDF for the accuracy of job duties and competencies.

Action Steps:

- We recently developed a new PDF log that will allow us to quickly and easily report on PDFs and track when PDFs are no longer current.
- Prior to hiring for any position, the PDF is checked to ensure that what we have on file is current.
- All PDFs are reviewed annually during the performance evaluation process or when filling a vacancy.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-hire vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-Hire / Candidate Quality

Agency Priority: [Low]

Time-to-Hire Funded Vacancies

Average number of days to hire*: 33

Number of vacancies filled: 30

*Equals # of days from the date the hiring supervisor informs the agency HR Office to start the process to fill the position, to the date the job offer is accepted.

Agency Priority: [Medium]

Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = 576 Percentage = 80%

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

Number = 29 Percentage = 97%

Hiring managers indicating "no":

Number = 1 Percentage = 3%

Analysis:

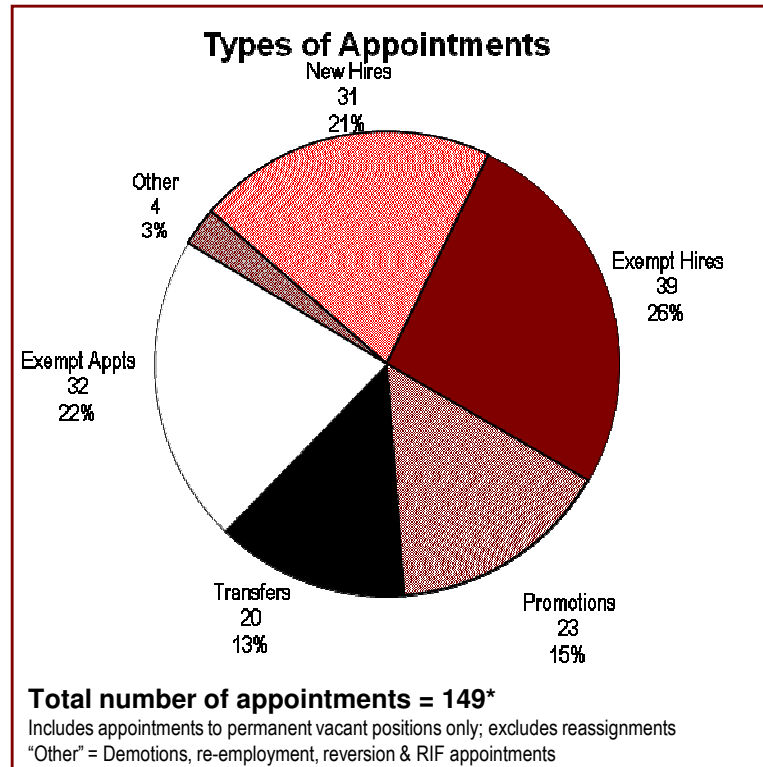
- We feel the average time to fill vacancies is appropriate due to the amount of time it takes to complete a thorough recruitment, interview and reference check.
- The hiring managers are reporting that they are able to hire the best candidate from the applicant pool. However, the overall candidate quality of the applicant pool has decreased.

Action Steps:

- Continue to provide timely support to hiring supervisors during the hiring process.
- Continue to screen applicants for minimum qualifications, prior to sending applicant material to the hiring managers.
- Continue assessing and modifying E-Recruitment questionnaires, in order to help identify only qualified candidates.
- Continue to move forward with the Department of Personnel (DOP) on adopting and implementing the classification and compensation proposals submitted to DOP last biennium, but put on hold due to budget constraints.

Hiring Balance / Separations During Review Period

Agency Priority: [Low]



Agency Priority: [Low]

Separation During Review Period	
Probationary separations – Voluntary	3
Probationary separations - Involuntary	0
<i>Total Probationary Separations</i>	3
Trial Service separations - Voluntary	2
Trial Service separations - Involuntary	1
<i>Total Trial Service Separations</i>	3
Total Separations During Review Period	6

Data Time Period: July 2008 through June 2009
 Source: DOP Business Intelligence

Analysis:

- Our overall appointments are 25% lower than for the same period last year. This was due to the Governor's hiring freeze and budget cuts.
- New Hires** – (31) Classified employees hired into state service and those who move from non-permanent to probationary.
- Exempt Hires** – (39) Includes all AAG, Admin Asst AG hires.
- Promotions** – (23) Number of classified employees who promote within and into our office. The AGO requires at least three agency promotional candidates be considered for vacancies.
- Transfers** – (20) Classified employees who transfer into or within the agency into the same job class.
- Exempt Appts** – (32) Includes all AAG, Admin Asst AG appointment changes, including internal transfers and promotions.
- Other** – (4) Demotion and Reversion
- Exempt staff make up 46% of our workforce.

Action Steps:

- Continue to conduct rigorous reviews of requests to filling vacancies in order to maintain current FTE and budget levels or reductions as needed.
- Continue to update agency succession plan.
- Continue to encourage promotional and interdivisional transfer opportunities to staff.
- Utilize the Resource Share Program to maximize the potential of our current workforce by allowing staff who have capacity to provide services in a division during a workload peak or to help manage workloads during a vacancy.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Current Performance Expectations

Agency Priority: [Low]

Percent employees with current performance expectations = 100%*

Total number of permanent employees with current performance expectations = 1170*

*This number does not include nonpermanent employee and interns. Applies to employees in permanent positions, both WMS & GS

Analysis:

- Performance Development Plans and Performance Feedback for employees continue to be a high priority for the AGO and we continue to reach a 100% completion rate.
- These number are from the PDP evaluation cycle, which were due 12/02/08.

Action Steps:

- Continue to promote the performance management program.
- Continue to provide mandatory training for management and employees on the PDP process.
- Ensure all new employees have a performance plan within 30 days of hire.
- Encourage more interim reviews during the evaluation cycle.
- Developed an email notification system that reminds employees, supervisors, leads and Division Chiefs of all upcoming and/or overdue evaluations.

Data as of December 2008
Source: Agency tracked data

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

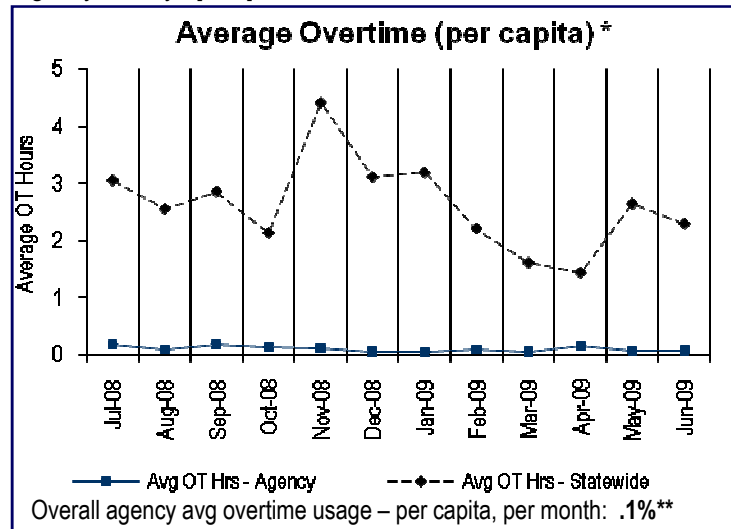
Overtime usage

Sick leave usage

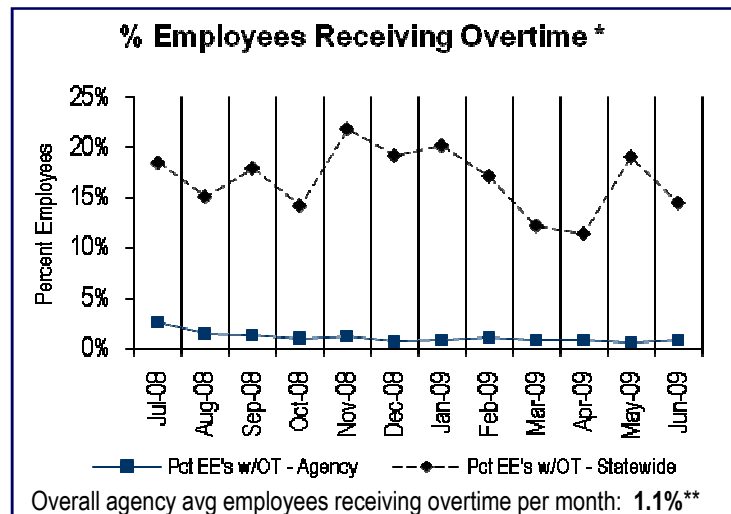
Non-disciplinary grievances/appeals filed and disposition (outcomes)

Overtime Usage

Agency Priority: [Low]



**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months



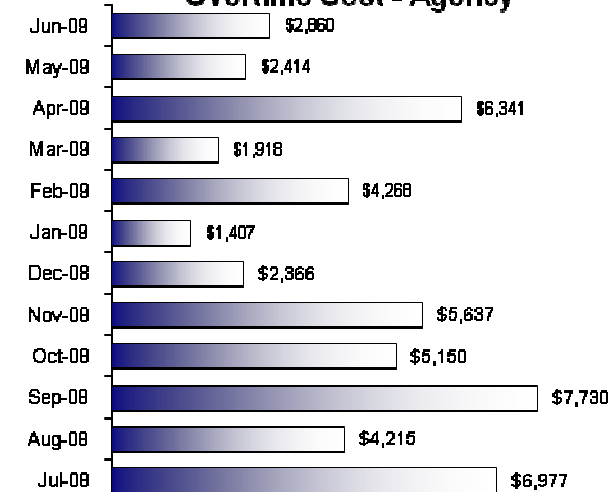
**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

*Statewide overtime values do not include DNR

Data Time Period: July 2008 through June 2009

Source: DOP Business Intelligence

Overtime Cost - Agency



Analysis:

- We feel our overtime costs are well within the acceptable range for an agency of our size.
- More than 50% of our staff are exempt and not eligible for overtime.

Action Steps:

- Continue to monitor use of overtime.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

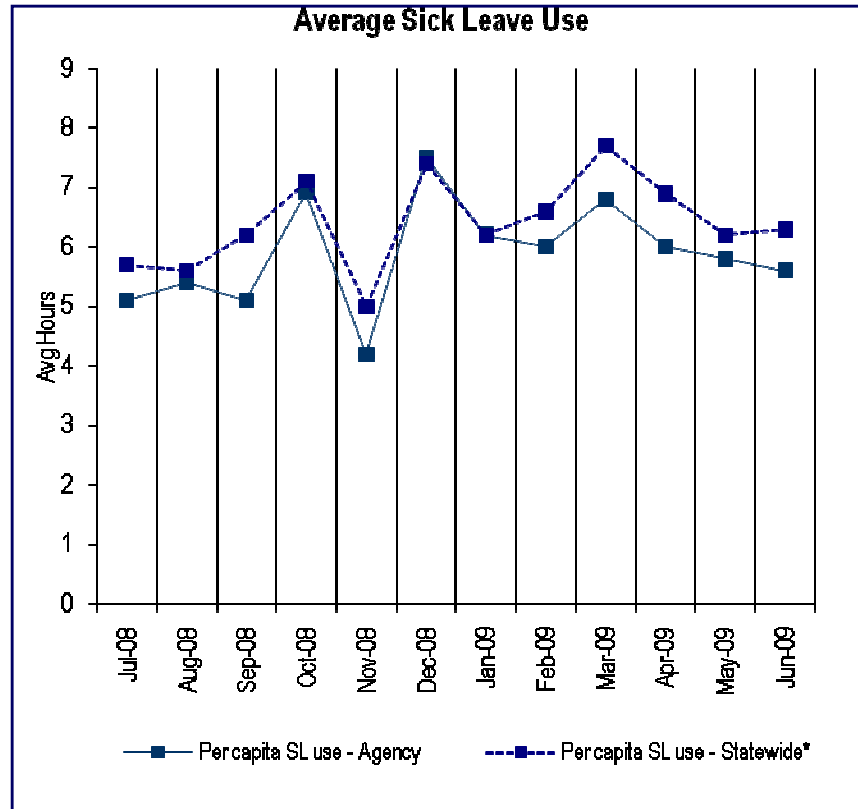
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Agency Priority: [Medium]

Sick Leave Usage



Analysis:

- The AGO sick leave usage is below the Statewide average.
- Levels have remained constant since October 2007, neither increasing or decreasing.
- The average hours of sick leave used is up .2 hours from last year. A contributing factor may be due to last year's extreme weather, where employees were allowed to use sick leave.

Action Steps:

- Will continue utilizing Flexible Work Schedules, Telecommuting and alternate working schedules to continue to keep the use of sick leave down.
- Continue to encourage individual and group wellness activities throughout the office and continue with the Healthy Worksite Initiative.
- Develop Pan flu plan for agency.

Sick Leave Hrs Used / Sick Leave Balance (per capita)

Avg Hrs SL Used (per capita) - Agency	Avg SL Balance (per capita) - Agency	Avg Hrs SL Used (per capita) - Statewide*	Avg SL Balance (per capita) - Statewide*
5.9 Hrs	245.2 Hrs	6.4 Hrs	240.2 Hrs

* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: July 2008 through June 2009
Source: DOP HRMS Sick Leave Report

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Competency gap analysis (TBD)

Individual Development Plans

Agency Priority: [Low]

Percent employees with current individual development plans = 100%*

Total number of permanent employees with current performance expectations = 1170

*This number does not include nonpermanent employee and interns. Applies to employees in permanent positions, both WMS & GS

Analysis:

- Individual training plans are found in many different places including the following:
 - Part 2 of the PDP, New Employee Orientation, In-Training Plans, corrective action / counseling, Mandatory agency trainings where attendance is tracked.
 - These number are from our PDP cycle, which were due 12/01/08.

Action Steps:

- Continue to monitor PDPs to ensure supervisors are completing the training part of the Plan.
- Encourage supervisors to create individual development plans for employees when there are deficiencies.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Current Performance Evaluations

Agency Priority: [Low]

Percent employees with current performance evaluations = 100%*

Total number of permanent employees with current performance expectations = 1170

*This number does not include nonpermanent employee and interns. Applies to employees in permanent positions, both WMS & GS

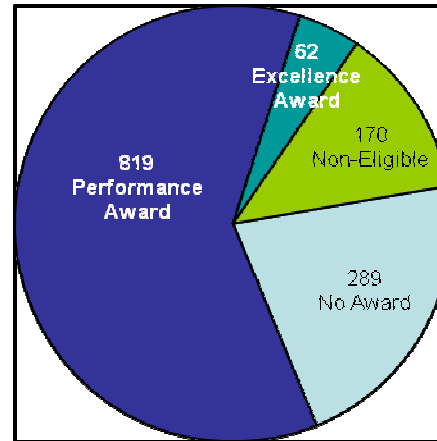
Analysis:

- Supervisors are encouraged to have regular and on-going reviews with staff about their progress toward their goals.
- Approximately 66% of AGO employees received some form of performance recognition for the 07/08 evaluation cycle. We believe that this is an indication that the AGO is a high performing organization.
- These numbers are from our PDP cycle, which were due 12/1/08.
- We have created a better tracking tool and more efficient system for supervisors to track, update and create PDPs for their staff.

Action Steps:

- Continue to promote the PDP process within the agency.
- Ensure all new employees have a performance plan within 30 days of hire.
- Survey all employees regarding performance recognition program and consider suggestions for program improvement.
- Continue to enhance the tracking tool and train supervisors to improve the process for completion of PDPs.

2007-08 Performance Awards



■ Non-Award 289	■ Performance Award 819
■ Excellence Award 62	■ Non-Eligible 170

Data as of December 2008
Source: Agency Tracked Data

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Formal Disciplinary Actions

Agency Priority: [Low]

Disciplinary Action Taken

Action Type	# of Actions
Dismissals	3
Demotions	0
Suspensions	5
Reduction in Pay*	2
Total Disciplinary Actions*	10

*Reduction in Pay is not currently available as an action in HRMS/BI but was pulled by HR Tracking Log.

Issues Leading to Disciplinary Action

- Attendance
- Behavior and Misuse of State Resources
- Work Performance
- Unprofessional behavior and communication

Analysis:

- We had 10 formal disciplinary actions during this time period, which we feel is an acceptable amount given the size of our agency
- We believe that because of our performance management program, supervisors are holding employees more accountable for meeting the expectations and competencies for their position, which when not met, result in discipline.

Action Steps:

- Continue to train our managers and supervisors in the just cause corrective and disciplinary process so hopefully behavior or performance can be turned around before we reach discipline.

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rate: key occupational categories

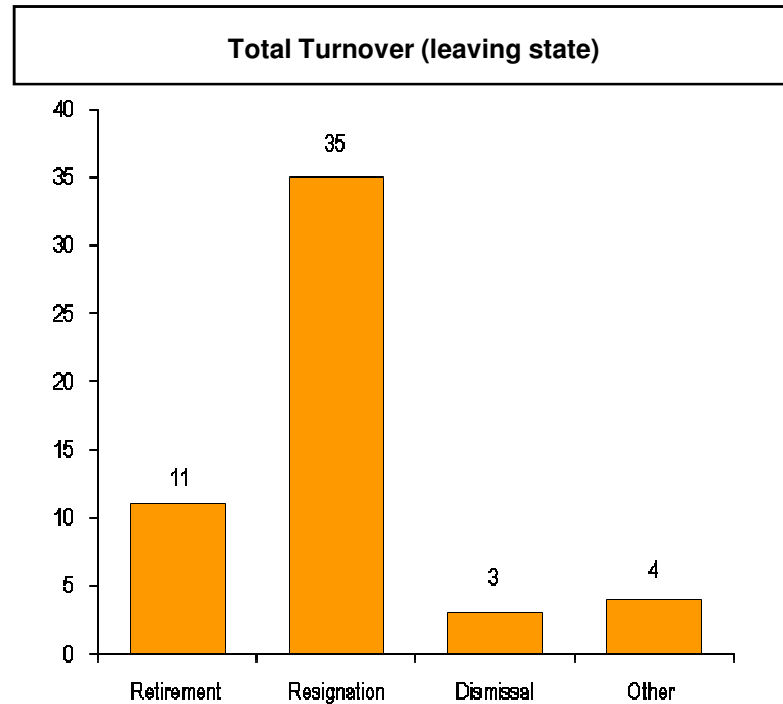
Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Turnover Rates

Agency Priority: [Low]



Total Turnover Actions: 53

Total Turnover: 4.2%

Note: Movement to another agency is currently not available in HRMS/BI

Total Turnover Actions including Transfers Out: 62

Total of Turnover including Transfers Out: 4.9%
(4 Classified and 5 AAGs)

Analysis:

- This data includes classified and Exempt staff who have transferred to other state agencies but does not include nonpermanent or intern separations.
- Our total turnover rate decreased 3.3% from one year ago. The majority of this decrease was due to resignations.
- We believe turnover was low due to the state of the economy and the availability of external job opportunities. Our retirement levels were consistent with last year

Action Steps:

- Continue to monitor turnover.
- Because HRMS will not track transfer out data, we will continue to track this information.

Data Time Period: July 2008 through June 2009
Source: DOP Business Intelligence

Workforce Diversity Profile

Agency Priority: [Medium]

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rates and types

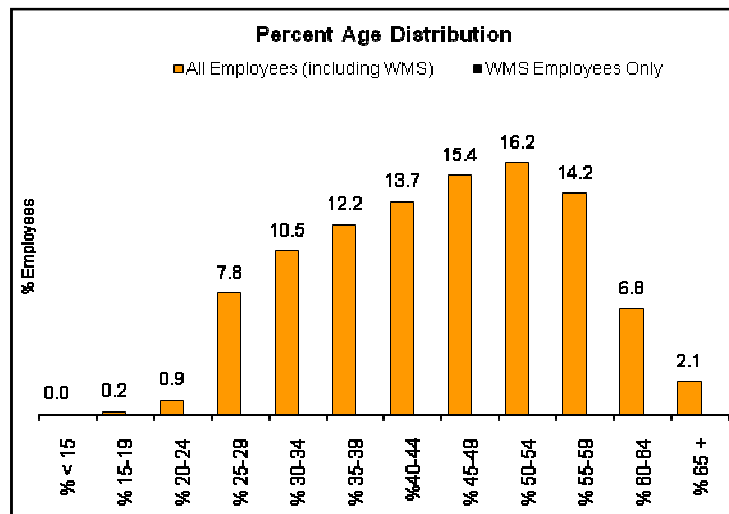
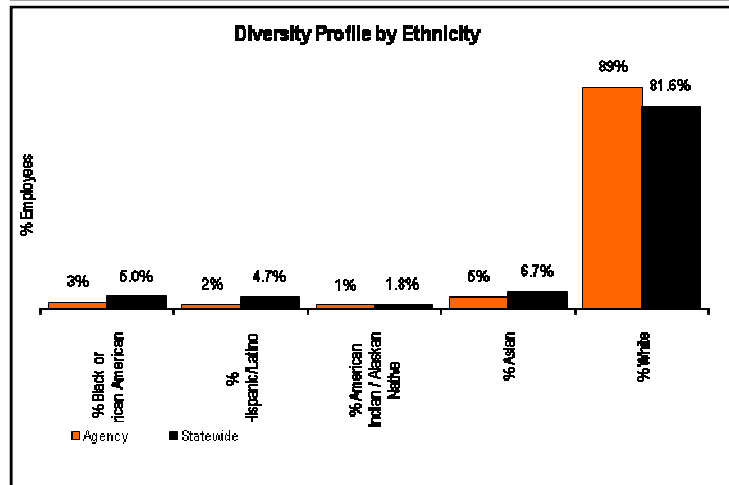
Turnover rate: key occupational categories

Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

	Agency	State
Female	70.1%	52.8%
Persons w/Disabilities	4.0%	4.0%
Vietnam Era Veterans	3.8%	5.8%
Veterans w/Disabilities	1.3%	1.9%
People of color	10.8%	18.3%
Persons over 40	66%	73.5%



Analysis:

- Many AAGs are recruited from law school or early in their practice; therefore recruiting Vietnam Era Veterans is difficult because those with law degrees are likely well established in their practice.
- Although people of color in the AGO are represented less than the Statewide average, it should be noted that we are underutilized by approximately 1.5% based on the availability of those with requisite skills.

Action Steps:

- We attended 7 diversity fairs and 16 bar events and we hosted at least one agency-wide diversity event each month.
- Continue to promote diversity in our workforce by participating in diversity job fairs, advertising to diverse communities, and promoting diversity at our worksite by having monthly diversity events and making every effort to meet the goals of our Affirmative Action Plan.
- Attend more job fairs that focus on the areas of diversity in which we are underrepresented, budget permitting.
- Continue outreach at law schools and community colleges targeting diverse candidates and continue attending diversity fairs, budget permitting.

Data as of June 2009
Source: DOP Business Intelligence

Employee Survey Ratings

Agency Priority: [Medium]

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Question	Avg April 2006	Avg Nov 2007
1) I have the opportunity to give input on decisions affecting my work.	3.7	3.9
2) I receive the information I need to do my job effectively.	4.2	4.2
3) I know how my work contributes to the goals of my agency.	4.4	4.4
4) I know what is expected of me at work.	4.5	4.4
5) I have opportunities at work to learn and grow.	4.1	4.1
6) I have the tools and resources I need to do my job effectively.	4.1	4.1
7) My supervisor treats me with dignity and respect.	4.5	4.5
8) My supervisor gives me ongoing feedback that helps me improve my performance.	3.9	3.9
9) I receive recognition for a job well done.	3.6	3.8
10) My performance evaluation provides me with meaningful information about my performance.	3.6	3.8
11) My supervisor holds me and my co-workers accountable for performance.	4.2	4.3
12) I know how my agency measures its success.	3.6	3.8
13) My agency consistently demonstrates support for a diverse workforce.		4.3

Overall average: 4.0 4.1

Number of survey responses: 811 628

Analysis:

- Survey findings indicate a positive increase in employee satisfaction in 5 of 12 areas; 6 areas remained the same; 1 area had small (.1) decrease from previous responses.
- Responses continue to reflect a high level of employee satisfaction in the AGO and continue to be higher than statewide averages.

Action Steps:

- We will continue to foster a performance-based culture.
- We will continue to promote diversity in our workplace through recruitment efforts and implementation of diversity advisory committee recommendations such as hosting regular diversity events.
- We will continue working on developing suggestions for managers in terms of measuring success through the PDP trainings that are offered.
- We will continue all efforts in recognizing employees on an ongoing basis.
- Continue to improve our performance recognition program.
- We will again participate in the statewide survey conducted in September 2009.

Data as of November 2007

Source: Statewide Employee Survey